



RACE & SOCIAL JUSTICE
INITIATIVE

ADVANCE OPPORTUNITY.
ACHIEVE EQUITY.

Response to Statement of Legislative Intent: Workforce and Contracting Equity

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Statement of Legislative Intent summary:

- Report on contracting and workforce equity that presents:
 - ✓ Past year results.
 - ✓ New initiative updates.
 - ✓ Positive steps and areas needing improvement.
 - ✓ Recommended strategies to address challenges.
- Requested to:
 - ✓ Inform Council's review of departments' RSJI mid-year progress reports.
 - ✓ Inform discussions of the Mayor's proposed 2013 budget.





Background

Workforce and contracting equity have been primary goals from the beginning of RSJI.

Workforce equity led by:

- Personnel Department, SOCR and the Workforce Equity Planning and Advisory Committee (WEPAC).

Contracting equity led by:

- FAS working closely with department staffs.



Contracting equity

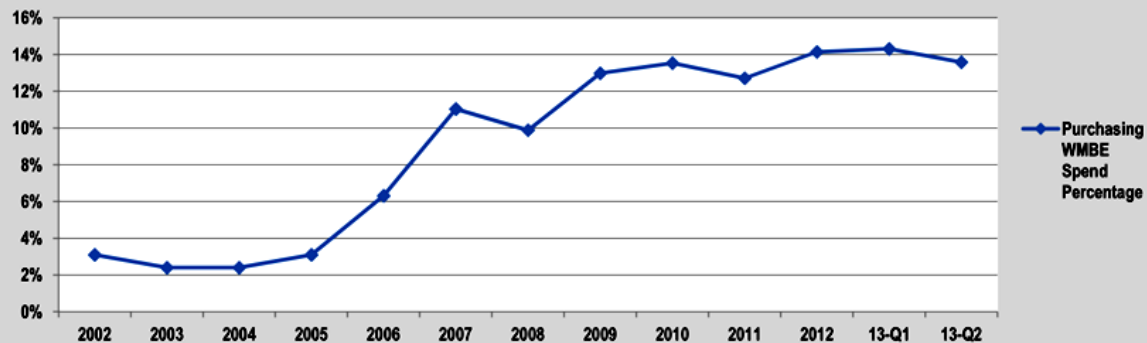
- ✓ Public Works (construction)
- ✓ Purchasing (materials, equipment)
- ✓ Consultant Contract policies

Purchasing

2002 to 2013-Q2 Purchasing WMBE Spend
City of Seattle

Purchasing WMBE Spend			
Year	Percentage	WMBE \$ Amount	Total Spend
2002	3%	NA	NA
2003	2%	NA	NA
2004	2%	\$ 10,887,879	
2005	3%	\$ 11,210,456	
2006	6%	\$ 15,625,782	\$ 247,585,771
2007	11%	\$ 30,962,645	\$ 280,596,053
2008	10%	\$ 29,388,475	\$ 297,370,096
2009	13%	\$ 34,009,368	\$ 261,960,161
2010	14%	\$ 30,049,624	\$ 221,979,374
2011	13%	\$ 29,073,312	\$ 228,715,570
2012	14%	\$ 35,763,142	\$ 252,781,225
13-Q1	14%	\$ 9,556,501	\$ 66,775,504
13-Q2	14%	\$ 15,560,071	\$ 114,526,038

All Purchasing WMBE Spend



*2002 % 2003 is a percentage that reflects consultant and purchasing in a combined total. All data is sourced from City WMBE Spend Reports.

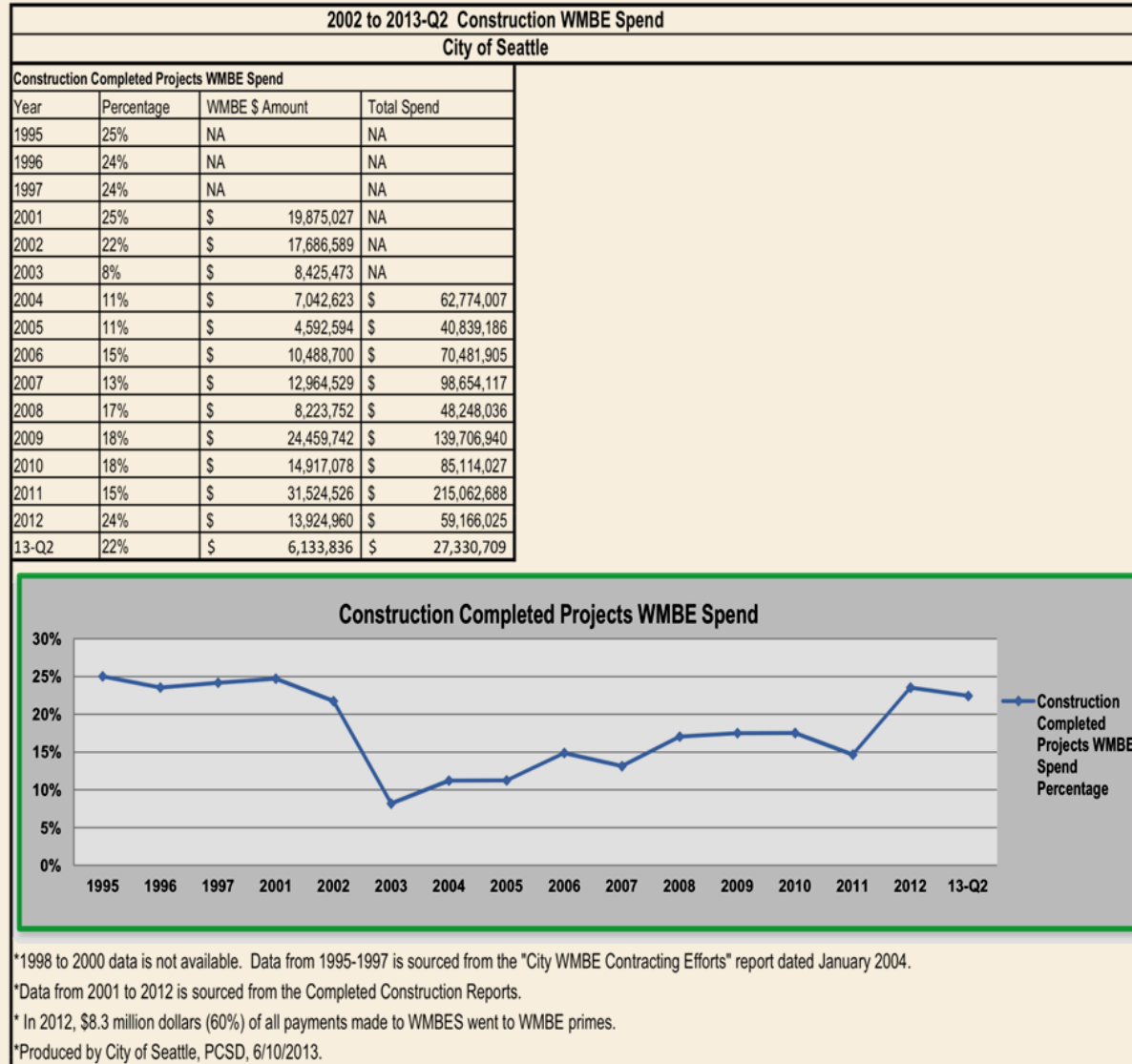
*2011 includes WMBE spend for CBRE/FAS (\$841,000)

2012 includes \$718,035 CBRE/FAS

2013 includes \$496,000 CBRE

*Produced by City of Seattle, PCSD, 6/10/2013

Public Works – Year over year



Public Works

- Spend \$350 to \$400 million annually.
- WMBE Inclusion Plan:
 - Score Good Faith Efforts as a responsiveness test.
 - Monitor and enforce.
 - Highest WMBE rates in City history.
 - Likely highest WMBE rates in region.

Year	WMBE Invoice Payments
2013 YTD	22%
2012	15%
2011	9.7%
2010	7.8%

Public Works

- 35% of low bids are highest WMBE.
- 60% of work is guaranteed to WMBE at bid time.
- 12% of bids rejected.
- First projects struggled.
- Recent projects doing better.
- Help to Primes: Tip Sheet, pre-bid conferences.
- Annual assessment: 2013 year-end will examine WMBE Experts, process for switching guarantees.

Initiative Updates

Public Works

- African American Contractors
 - 2% of dollars – highest in state
 - State of Washington: 0%
 - 14 Black subs in 2012
 - Spread the Work
 - Mentorship Program
 - Technical Assistance
- Woman-owned Business
 - Constitutes about half of all WMBE spend
 - 10% of completed project spend 2013 YTD
 - WSDOT Disparity Study – Sound Transit Disparity results

Wage Theft – Expanding Controls

- Began limited monitoring in 2006.
- Council authorization August 2013.
- Hiring 2 new enforcement staff
 - Adds enforcement to Public Works.
- Implementing software to track worker data.
- Implementing controls
 - Bilingual signage.
 - Sign-in and sign-out sheets at job sites.
 - Interview workers.

Labor Equity Program

Pursuit: Increase hours worked (jobs) on City of Seattle funded construction work for:

- Woman.
- People of color.
- Economically disadvantaged.
- Local workers.

Seawall Project Labor Agreement (PLA)

- Pilot for how PLA impacts diversity + WMBE.

Council Resolution to study permanent policy options.

Challenges

1. Only 4% of all hours are women. Also, Women, particularly women of color, very low at journey levels (2%). Need data to understand more. Program focus on hiring and sustaining women.
2. Some PLA jurisdictions seem to have low WMBE. WMBE's report discomfort with PLA. Ensure City program keeps strong WMBE.
3. Seattle workers are 10 to 20%; most diversity is from outlying area. Need to increase Seattle resident pipeline, yet keep our existing diversity.
4. White workers (both men and women) have more hours per project.

Workforce Diversity Report at Seattle.gov/business

City of Seattle - EEO/Apprentice Utilization Report Summary For All Projects

Reporting Periods From : 1/1/2013 Thru 6/20/2013

Ethnicity and Gender Labor Hours Summary

Apprentice Summary				Journey Level Summary			
Ethnicity/Gender		Labor Hours	Percent of Apprentice Hours	Ethnicity/Gender		Labor Hours	Percent of Journey Level Hours
African American	Female	878.50	4.93%	African American	Female	51.50	0.05%
African American	Male	2,059.50	11.55%	African American	Male	4,550.25	4.24%
Asian American	Female	503.30	2.82%	Asian American	Female	4.00	0.00%
Asian American	Male	566.50	3.18%	Asian American	Male	2,821.50	2.63%
Hispanic	Female	0.00	0.00%	Hispanic	Female	0.00	0.00%
Hispanic	Male	2,029.50	11.38%	Hispanic	Male	17,856.35	16.65%
Native American	Female	547.50	3.07%	Native American	Female	0.00	0.00%
Native American	Male	109.00	0.61%	Native American	Male	3,214.00	3.00%
White	Female	536.50	3.01%	White	Female	2,371.25	2.21%
White	Male	10,604.41	59.46%	White	Male	76,374.25	71.22%
Total Apprentice Labor Hours		17,834.71		Total Journey Level Hours		107,243.10	

Minority and Female Labor Hours Summary

Apprentice Labor Hours		Journey Level Labor Hours		Combined Labor Hours	
Total Apprentice Hours	17,834.71	Total Journey Level Hours	107,243.10	Total Hours	125,077.81
• Apprentice Utilization	14.26%	Journey Level Utilization	85.74%		
• Minority Hours	37.54%	Minority Hours	26.57%	Minority Hours	28.14%
• Female Hours	13.83%	Female Hours	2.26%	Female Hours	3.91%

Apprentice Utilization Contract Requirement and Goals



Apprentice Utilization Requirement	15%
Minority Apprentice Goal	21%
Female Apprentice Goal	20%

NOTE: The Apprentice Utilization Contract Requirements and Goals do not apply to projects that have **FEDERAL TRAINING REQUIREMENTS**.

Current Workforce

Good news: City has highest rates in Washington.

Results vary dramatically among projects (roadway high, facilities few).

Challenge: drop-off to Journey (skilled).

	Apprentice	Journey
Total People of color	38%	27%
Total Women	14%	2.3%
African American	17%	4%
Asian	6%	2.6%
Native American	4%	3%
Hispanic	11%	17%
White Female	3%	2%
White Male	60%	71%

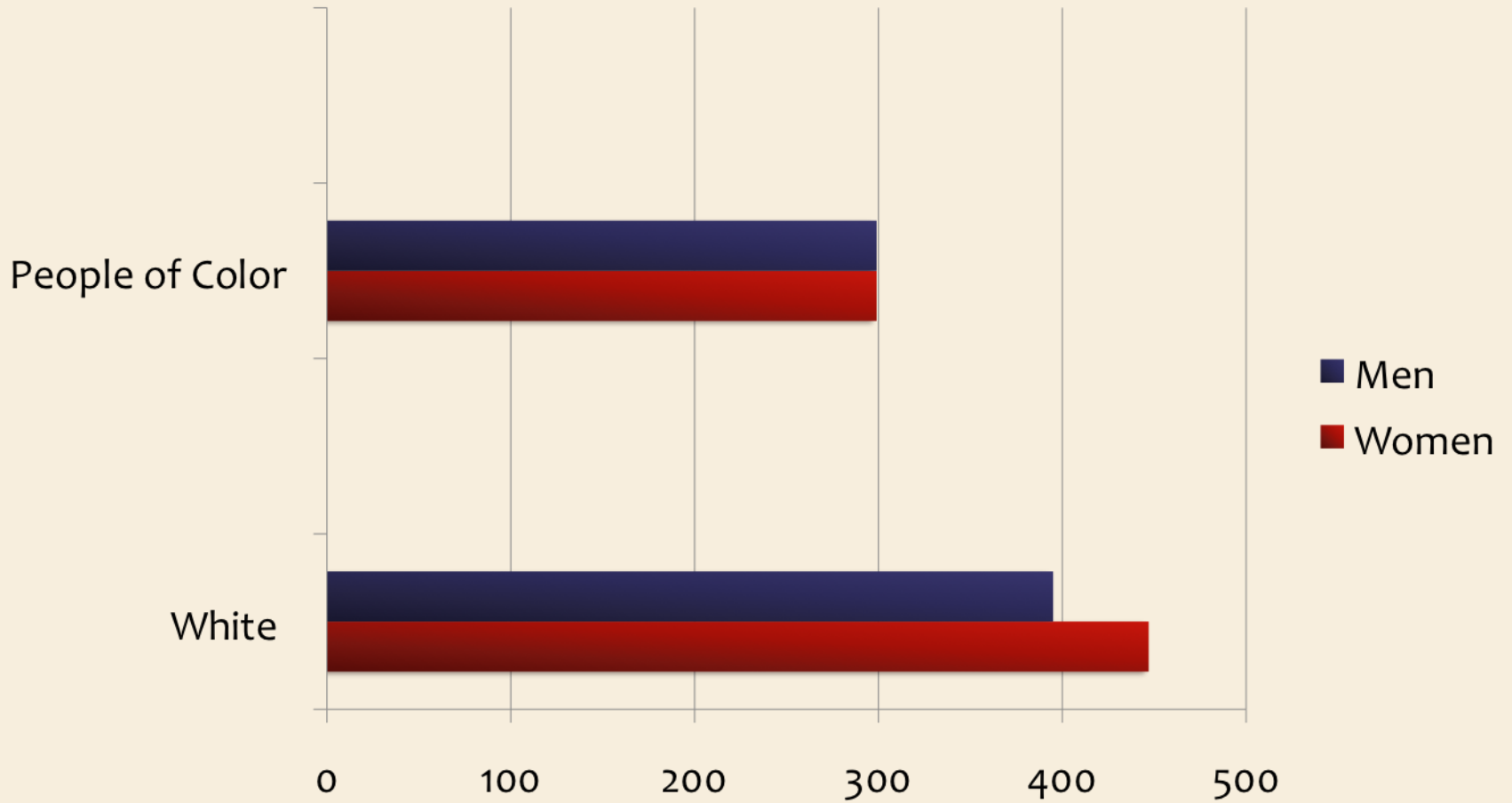
Labor Equity

Challenge: Diversity among Seattle workers is low.
How to increase local residents while sustaining diversity.

Region	Women	People of Color	Share of all Workers
South Seattle	0.5%	2%	6%
Seattle	3%	5%	10 to 20%
All workers	5%	25%	100%

Note: Results from UCLA (400 workers) and from City of Seattle (209 workers)

Hours Worked



Labor Program Progress

- Established office in 2013.
- Staffing Council Resolution & Advisory Committee
 - UCLA Labor studies, advisory committee, stakeholder work.
- Seawall PLA implementation under way
 - Forms, documents, boilerplates.
 - Joint Advisory Committee .
- Implemented software to collect worker data, monitor, analyze.

- Questions?
- Thank you.



Workforce equity

- Overall Vision – To have ethnic and gender diversity in City employment reflect the diversity in available labor.
- SOCR, Personnel and WEPAC lead RSJI workforce equity efforts.

WEPAC goals:

- Analysis of job titles by department.
- Develop strategies for recruitment and retention of employees.
- Train Human Resource (HR) staff on RSJI best practices.
- Support for departments.



Gender equity

- This year and last, our reports to you have focused on race-based head counts.
- Our WEPAC considerations should be expanded to include gender equity.
- Looking forward, we will include gender in our studies and reports.



What we reported in 2012

- We isolated City leaders – Directors, Managers and Supervisors.
- We reported on their population in the City workforce, compared to generic labor workforce availability numbers.



Seattle labor workforce

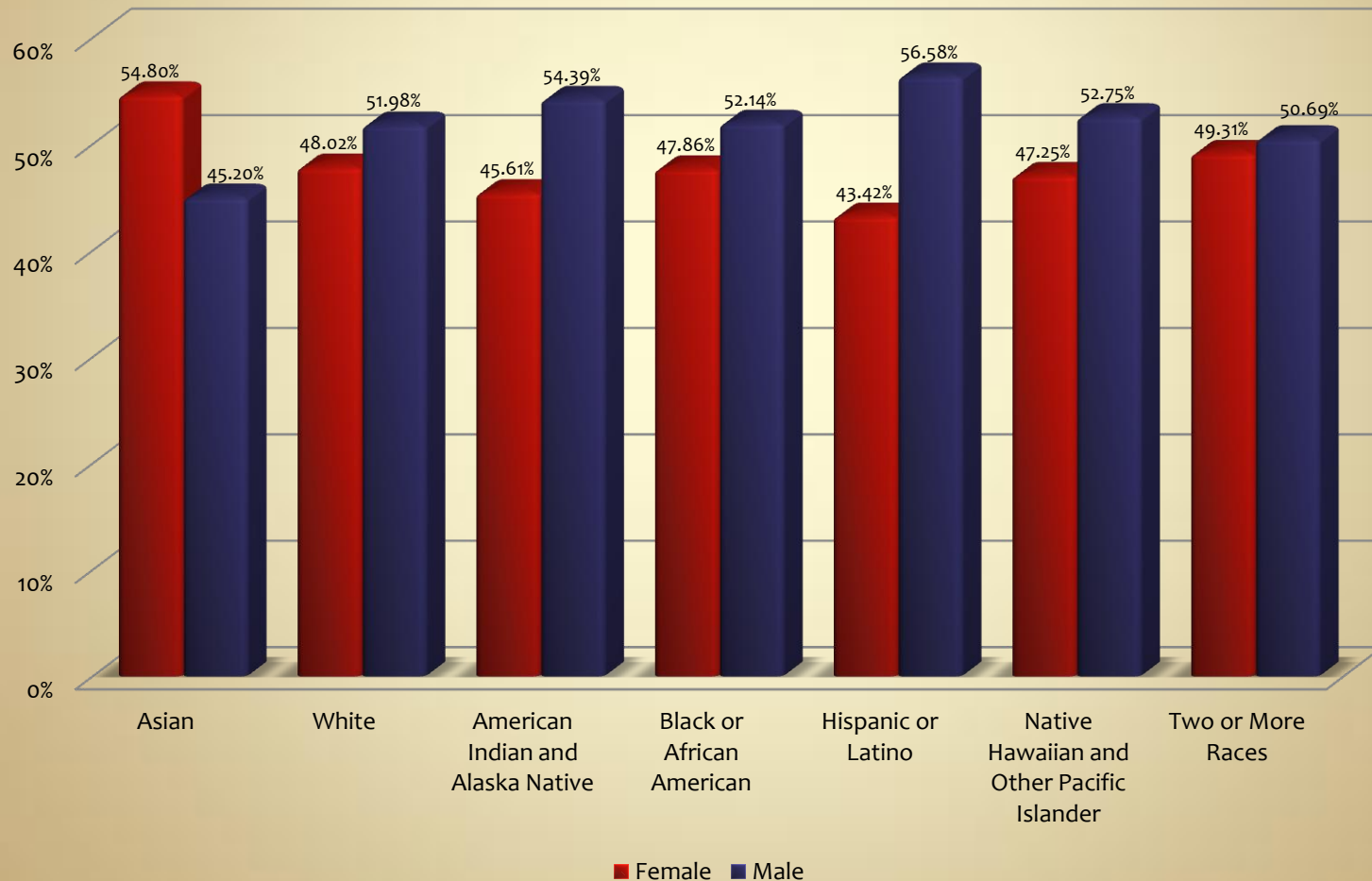
- Based on 2010 census.
- City's incorporated limits.
- Percentages versus numbers.



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2013 Seattle Available Workforce % by Gender

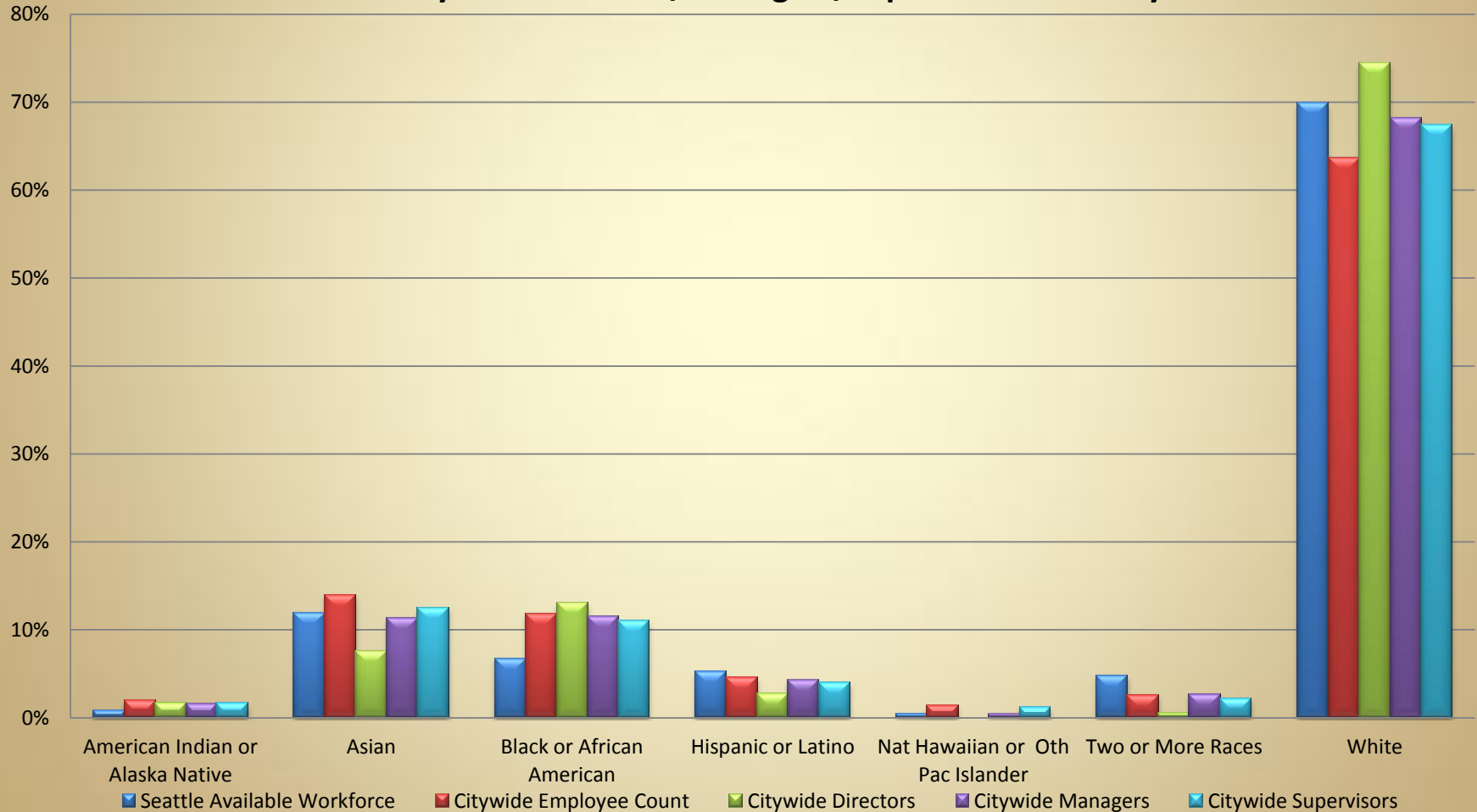




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2013 Citywide Directors/Managers/Supervisors Totals by %





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2012-13 Comparison Data by Title

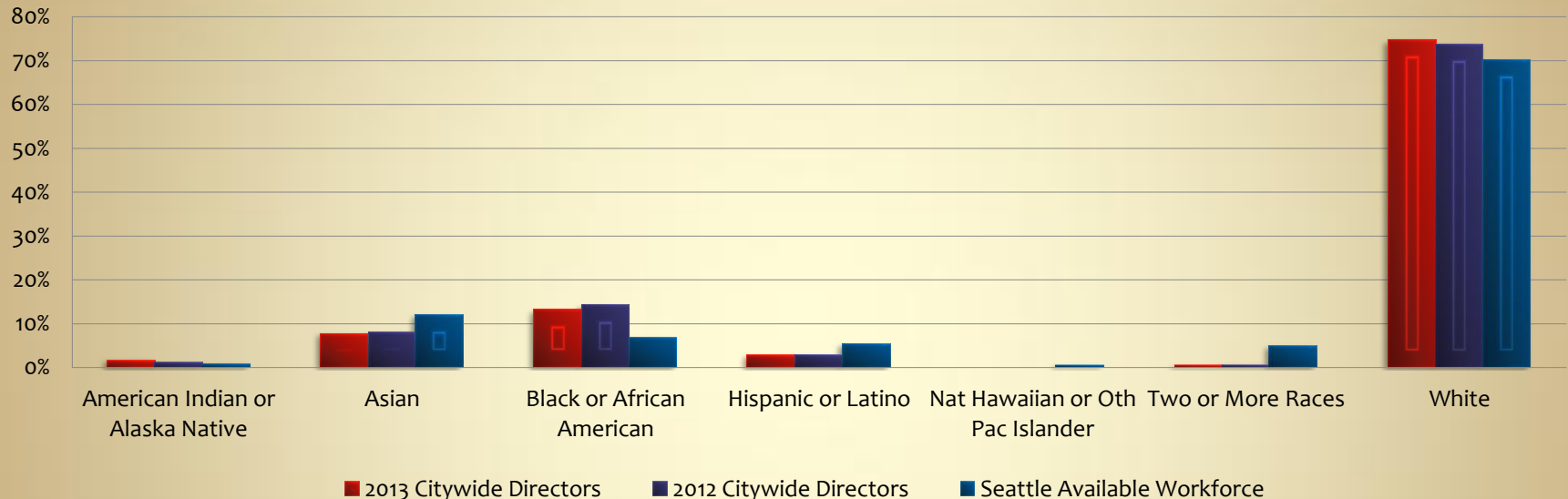


Definitions

- **Directors:** Responsible for relationships between the City and its social, economic, and political environment, and maintaining control of internal operations.
- **Managers:** Accountable for translating City and departmental objectives into specific outcomes in the areas of policy, programs and service delivery.
- **Supervisors:** Authority to give instructions and/or orders to subordinates and held responsible for the work and actions of other employees.



Comparison of Citywide Directors 2012 to 2013 by %



Points of particular note:

A **total** increase of leadership personnel by 6.

Increase of representation in three groups:

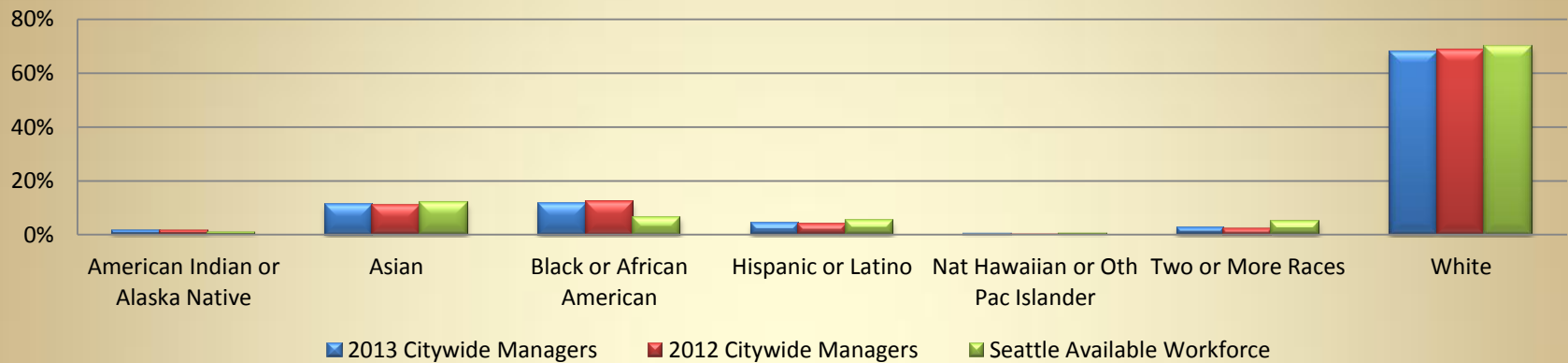
American Indian or Alaska Native.

Black/African American.

White.



Comparison of Citywide Managers 2012 to 2013 by %



Points of particular note:

A 3% (13) reduction in the number of managers:

- + 5 Black/African American
- +11 White
- 1 Hispanic/Latino
- 1 Native Hawaiian or Other Pacific Islander
- 1 Two or More Races

Net "0":

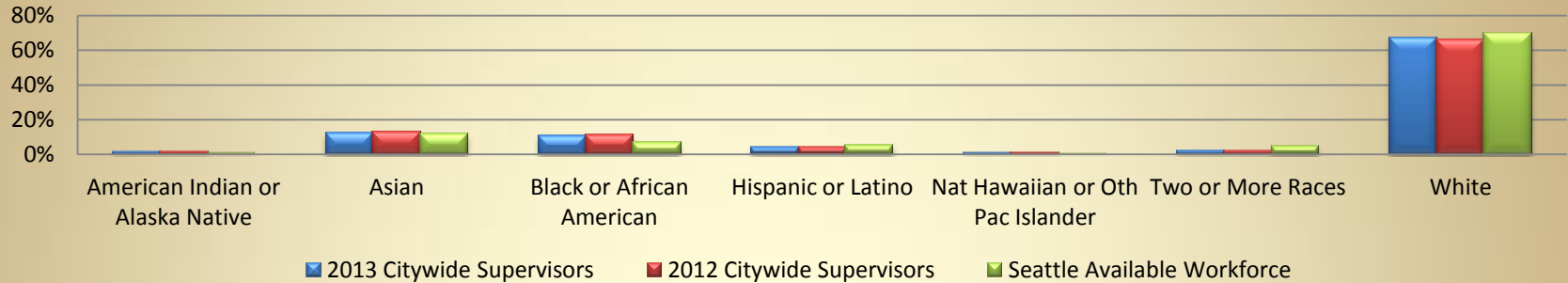
American Indian or Alaska Native
Asian

Parity in two groups:

Black or African American
American Indian or Alaska Native



Comparison of Citywide Supervisors 2012 to 2013 by %



Points of particular note:

A 5% overall reduction in membership.

Decreases:

- 1 American Indian or Alaska Native,
- 5 Black/African American
- 7 Asian,
- 1 Native Hawaiian or Other Pacific Islander

Increases

- 2 Two or More Races
- 7 White

Remained the same

Hispanic/Latino

Parity in four groups



What's new in the 2013 report

For 2013 we added a study of:

- Strategic Advisors
- Information Technology Professional
- Engineers (PE)

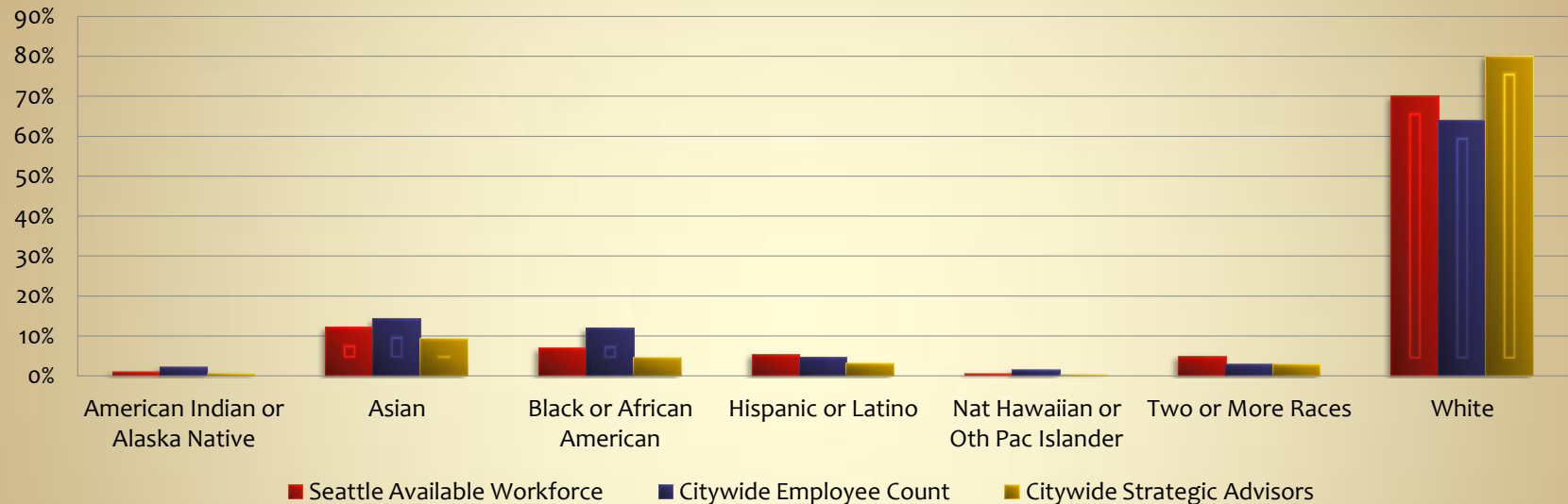


Definitions

- **Strategic Advisor definition:** Serves as key advisor to senior officials, or makes recommendations which help shape significant City policies or programs, or represents the City in strategic arenas, without having full accountability for managing resources to achieve specific outcomes.
- **Information Technology Professional Program definition:** Discretionary pay program for senior level information technology positions. These positions require the exercise of advanced technical expertise in one or more identified specialty areas of the information technology field.
- **Engineer definition:** Professional practitioners of engineering concerned with applying scientific knowledge, mathematics, and ingenuity to develop solutions for technical problems. A Professional Engineer is a license to practice and is indicated with the use of post-nominal letters PE.



2013 Citywide Strategic Advisor Totals by %

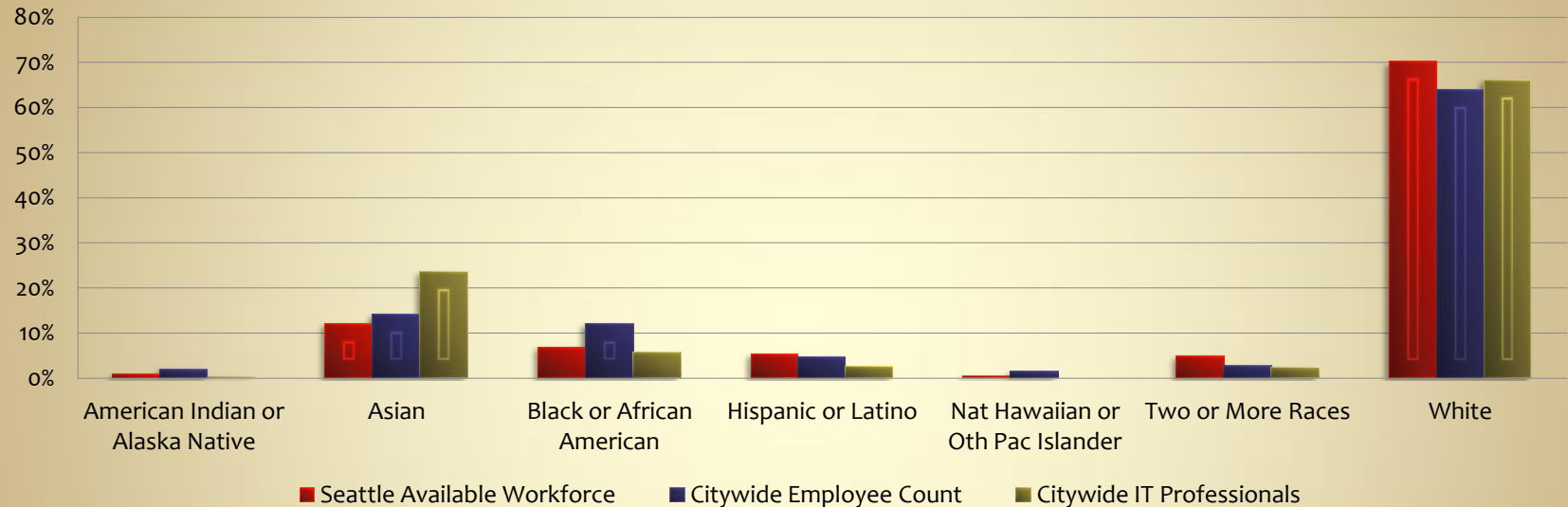


Points of particular note

- Race groups represented below “availability” :
 - Asian
 - Black/African American
 - Other racial categories
- Whites are over-represented as Strategic Advisors.



2013 Citywide IT Professional Totals by %

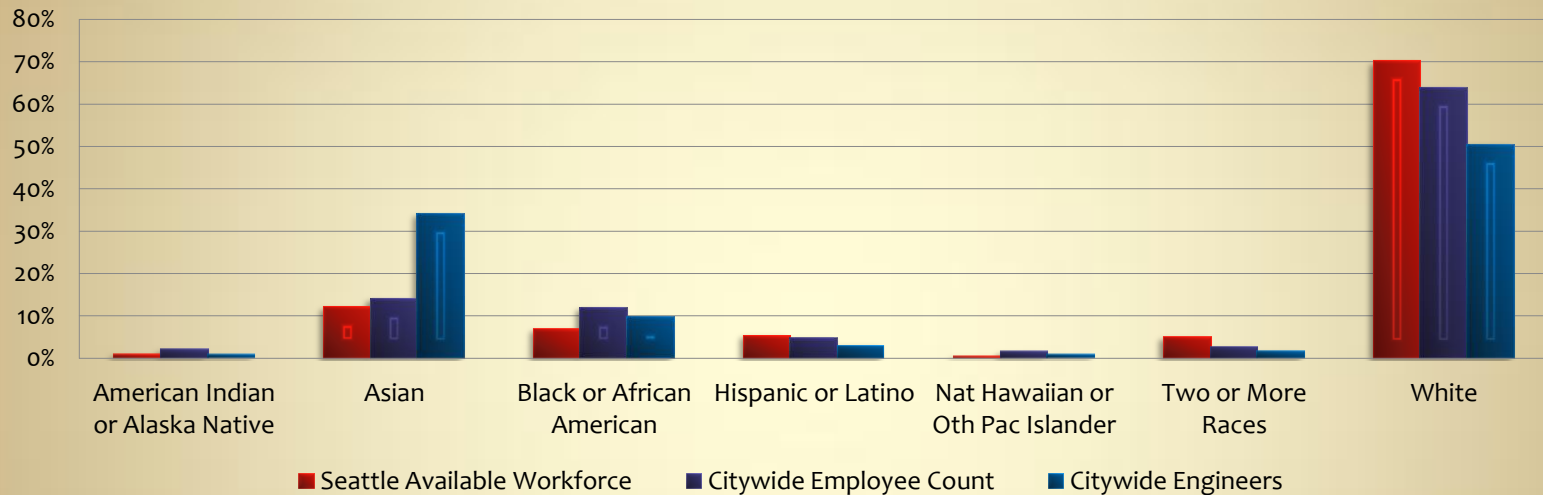


Points of particular note

- Race groups represented below “availability” :
 - Black/African American
 - White
 - Other racial categories
- Asian race group is at or above availability.



2013 Citywide Engineer Totals by %



Points of particular note

- Race groups represented below “availability” :
 - White
 - “Other” racial categories
- Race groups above availability:
 - Asian
 - Black/African American



Challenges

- Creating a significant change in the numbers for Directors, Managers, and Supervisors could be as simple as adjusting our hiring processes.
- The issue of Strategic Advisors, IT Professionals and Engineers is more complex than simply adjusting hiring processes.
- Create an awareness of the value of these employment titles to all Seattle communities – outreach.
- Seattle needs to continue to identify actions to increase the marketing of these City careers to all citizens.



2012 success stories: Department highlights

- New background checking guidelines.
- WEPAC developed best practices for filling Out-Of-Class opportunities.
- WEPAC work on developing guidelines for requirement of drivers licenses for employment.
- Department of Planning & Development's review of their internal disciplinary policies.
- Police Department's new officer recruitment program.



What's next

- Personnel continues to identify possible job categories for baseline measuring.
- Personnel will work with departments to identify all positions with supervisory, management and leadership duties.
- Maximize Seattle's exposure as an employer of women and people of color.
- Develop the "One City – One Employer" concept.



Other priorities for 2014

- Create a department guide for conducting WEPAC analysis.
- Analyze the impact of racial demographics in the Strategic Advisor classes.
- Standardize methodologies across departments.
- Analyze the impact of race within City discipline policies and procedures.
- Integrate RSJI into all Human Resource trainings.
- Explore the possibility of using the Employee Assistance Program to offer English as a Second Language classes.